Green Human Resources Management Practices As Perceived By Healthcare Managers And Its Relation To Work Values

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Abstract

*As healthcare institutions face increasing environmental challenges, the integration of sustainable practices has become a critical imperative. This study explores the intersection of Green Human Resource Management (GHRM) practicesand the work values of healthcare managers within healthcare organizations. **The study aims** to assess healthcare managers' perception about green human resources practices and its relation with work values. **Research Design**: Descriptive correlational research design was used. **Setting:** King Abdulaziz University Hospital (KAUH) was the first educational hospital in Saudi Arabia and one of university hospitals affiliated to college of medicine in KSU. **Sample:**Convenience sample of all healthcare managers (n=95) who were working in study setting during the period of data collection.**Study tools**: Three tools; personal data, Green Human Resource Management Practices Scale, and Work Value Questionnaires were used to collect data needed forthe current study. **Results**: Study findings denote that, a high percent of healthcare managers*

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exhibited "low" responses toward GHRMP dimensions. Moreover, more than two-thirds of healthcare managers had exhibited low level regarding work values. **Conclusion**: The study participants have statistically significant positive correlations between total Green Human Resource Management Practices with total work values. **Recommendations**: Using green performance indicators in the evaluation and performance management system and defining responsibilities and goals in green for healthcare managers with some green results included in the evaluations.

Keywords: Green human resource management practices, Healthcare managerand work values.

Introduction:

The idea of sustainability has recently drawn considerable attention from a variety of businesses, including healthcare. As organizations strive to minimize their environmental footprint and contribute to a more ecologically responsible future, the integration of "green" or environmentally conscious practices into various aspects of management has become a priority. Human resources (HR), as a pivotal function within organizations, have also been influenced by this trend. One important subset of this evolving paradigm is the adoption of "Green Human Resources Practices" initiatives that aim to align HR processes with sustainable and environmentally friendly principles [1].

As the world's awareness of environmental difficulties management and sustainable approach development has developed, the term "green human resources" (GHR) has gained acceptance across all corporate sectors and also emerged as a new research topic. One of the greatest and most important agreements is GHR, which strives to increase employee satisfaction, which benefits the organization's sustainability and raises the level of skills and retention among workers while also improving the organization's sustainability. In a broader framework, green human resources management (GHRM) combines environmental awareness as well as the social and environmental wellness of both the organization and employees [2].

The definition of GHRM is the alignment of established human resource practices (such performance evaluation and training) with environmental goals and policies. [3]. In order to improve environmental concerns and organizational efficiency, HRM systems are defined as a series of activities, processes, and functions that aim to attract, maintain, and preserve organizations' human resources [4]. Furthermore, the term GHRM refers to the integration of corporate environmental management

and human resource management. Moreover, GHRM emphasizes improving employee engagement and response to challenges by using sustainable practices and solutions, as it does when referring to surroundings efficiency in work themes [5, 6].

Positive employee attitudes and behaviors are linked to GHRM practices, which lessen businesses' environmental effect and increase their ability to sustain themselves [6]. Additionally, the term GHRM refers to HRM practices that are surrounded by organizational resources and environmental resources. In doing so, businesses implement business practices that preserve the health of the environment while also enticing their staff to embrace the same organizational culture [7].

Modern HR practices such as job sharing, teleconferencing, flexible work schedules, E-recruitment, online training, and online jobs are all examples of GHRM, in which businesses lower operating costs, enhance the lives of their employees, and cut down on the amount of time needed to complete tasks. However, by implementing Green HR practices and creating a common organizational culture, HR practices might significantly contribute to the preservation of the environment resources and help the country achieve sustainability. Employees would then be more committed to the organization and would improve their green practices [8].

According to Liao et al. (2021) [9] HR has changed significantly over the years and is still evolving. However, fundamental HR best practices have endured, acting as a guide for HR practitioners across time. The best HR practices are crucial to effective human resource management [9]. The same author added that environmental performance evaluation; this involves evaluating the environmental impact of human resource management activities and setting targets for reducing that impact. Sustainable compensation and benefits, this involves providing compensation and benefits that encourage sustainable behavior, such as offering incentives for employees who use public transportation or bike to work [9].

In order to improve environmental performance through the application of green knowledge management, top management should ensure that GHRM policies are implemented. Furthermore, as employees are considered to be green human capital, decision-makers should concentrate on preserving and enhancing the expertise of their workforce. In order to more effectively detect and solve their ecological impacts, managers should share knowledge with important stakeholders [5]. Healthcare managers play a critical role in implementing GHRM practices

within healthcare organizations. Their perceptions of GHRM practices can influence the adoption and implementation of these practices among healthcare employees [9]. Mukherjee, (2020) [10] added that, within the healthcare sector, which inherently focuses on the well-being of individuals and communities, the integration of green practices takes on a unique significance. Healthcare managers, as pivotal figures in healthcare institutions, play a critical role in shaping the work environment for their staff.

Work values (WVs) are another important factor to consider when studying the association between GHRM practices and personnel behavior. WVs are the beliefs and attitudes that individuals hold about work and the workplace [11]. They can influence employee motivation, job satisfaction, and commitment to the organization. From generation to generation, values associated with employment shift. For organizations looking to improve performance, understanding employees' work values has emerged as a critical issue [11]. Mukherjee, (2020) [10] recognized that each individual HR is a key component of the business value creation process. To increase company competitiveness, he invested a lot of time and energy into creating and overseeing a competency-based HR system. The same author addressed the issue that generational shifts might be mirrored in organizational structure, human resources, and company culture [10].

In order to help construction managers make better judgments Benish-Weisman et al. (2021) [11] suggested how to give them knowledge of and insight into the available data. Zikic & Saks (2020) [1] discovered that values are the most important factor in determining consumer sustainability behavior. Values also play a significant role in influencing employee sustainability behaviors in the organization. Values are a set of moral concepts that serve as a basis for behavior and can affect a variety of employee behaviors [12]. According to Waters, (2021) [13] WVs are essentially a grouping of traits, precepts, ideals, and beliefs that are pertinent to work. They serve as the foundation for the drive, attitude, and behavior that shape working style, as well as the choices makes at work and throughout career. These values can have a big impact on relationships with others, personal ambitions and goals, and the achievements make. Professional values may coincide with those of the organization and coworkers. Core professional principles also have an impact on the stability and potential course of career.

The four subdomains of WVs are: **social** (ideals that emphasize societal contributions), **extrinsic** (values linked to employment stability and compensation), **prestige** (values connected to power and influence),

and **intrinsic** (ideals related to autonomy and development in work) [14]. The completion of research investigation by Wang et al., (2019) [14] revealed that work values affect organizational commitment, attitudes towards patient safety, the security of human resources, and the provision of secure, effective heath care services.

Employee values and workplace standards are positively impacted by enterprise GHRM. The resources the company possesses, and this "resource" is each person, offer a crucial part in achieving the strategic goal of sustainable development [15]. According to Wang (2019) [16] suggestion, HRM divisions can actively encourage green management among employees while utilizing the HR protection balance to the fullest extent possible. Allowing each employee to dedicate himself to everyday job with a good attitude would help to mobilize employees' subjective initiative. Guo and Pan (2018) [15] suggested saving energy and strategies of emission diminution, lowering waste and pollution levels, and the novel concept of an idyllic existence with the natural environment are adopted throughout the entire organization.

As organizations grapple with the dual challenge of achieving financial success and environmental responsibility, the integration of sustainable practices into Human Resources Management (HRM) has emerged as a powerful strategy. Particularly within the healthcare sector, where the pursuit of well-being extends to both patients and the planet, the adoption of Green Human Resources (GHR) practices holds significant promise [17].

Healthcare managers' perceptions of GHR practices can significantly influence the extent to which these practices are adopted and integrated into daily operations. Understanding the intricate relationship between Healthcare managers' perceptions of GHR practices and their work values is fundamental to enhancing sustainability within healthcare organizations [18].

GHRM research is still in the initial phase with seven empirical research papers with only four theories to contribute to the Saudi context. Initial research of GHRM has been conducted primarily on private sectors, with minimal focus on government sectors in Saudi [19]. No studies have looked at green human resources practices as understood by healthcare managers and its relation to work values. The study contributes to a greater comprehension of how sustainable practices are perceived and integrated within the healthcare sector, offering implications for organizational strategies, employee engagement, and broader sustainability initiatives. So, the present study aims to assess healthcare managers' perception about

green human resources practices and its relation with work values.

Methods:

The present study was implemented at King Abdulaziz University Hospital (KAUH) was the first educational hospital in Saudi Arabia and one of university hospitals affiliated to college of medicine in KSU. Descriptive correlational research design was used to conduct this study. The subjects of the study were all healthcare managers (n = 95), who constitute a convenience sample working at pervious during the period of data collection (from March to May 2023).

Data Collection Tools: three tools were used in this study namely, Personal data Sheet, Green Human Resource Management Practices Scale (GHRMPs), Work values Questionnaire (WVs Q). **Tool I :** Personal Data Sheet: this developed by the researchers to collect data such as age, gender, years of experience, marital status, and undertake any courses on sustainable human resource management practices. **Tool II:** Green Human Resource Management Practices Scale (GHRMPs S): It was developed by the researchers after reviewing literature [20-25]. It was once used to determine healthcare managers' perceptions on green human resource management practices. A total of 40 items made up the scale, which was divided into six subscales as follows: green managing of performance appraisal (5 items), green reward and pay system (5 items), green employee engagement and empowerment (12 items), green training and advancement (6 items), Green Selection and Recruitment (6 items) and organization's green culture management (6 items). From "1" (disagree) to "3" (agree), a 3-point Likert scale was used to score each issue. GHRMPs scoring: The overall score varied from 40 to 120, the perception level of heathcare managers was rated as low from 40 to 66 points, scores from 67-93 were designated as "moderate GHRMPs," and scores from 94 to 120 were rated as "high GHRMPs."

Tool III: Work Values Questionnaires: The scale was devolved by Jeng-Wen Lin (2015) [26]. Consist of 17-item It used to assess healthcare managers perception level toward work value. All responses were anchored on a 3-point Likert scale, with 1 denoting disagreement and 3 denoting agreements, for each statement. Scoring of Work Value Questionnaires (WVQ): The total score ranged from (17 to 51), and the questionnaires were categorized as follows: low from (17 to 28 points), moderate (29 to 40), and high (41 to 51).

The content validity of the study's instruments was determined by five experts of administration field. Each expert received a copy of the instrument with instructions to examine its content, coverage, clarity,

language, length, structure, and general presentation. The surveys' high reliability was demonstrated by the reliability test, which was determined for the three instruments using Cronbach's Alpha Coefficient. Green HRM practices received a score of 0.87, and the scales assessing work value gave results of 0.78.

In order to ensure that the items were accurate and pertinent as well as to establish the amount of time required to complete the questionnaire, the pilot study was conducted on 10% of the current sample. The findings indicated that it took between 15 and 20 minutes to complete the survey. The necessary adjustments were made in accordance with the findings and recommendations of the pilot inquiry. The pilot study were not were involved in the overall study sample. The tool was Arabic-translated.

Official approval was given following a clarification of the work's nature to the University's ethics committee. After outlining the nature of the activity, official approval was granted by the hospital director. Subjects were made aware of the study's objective before researchers began to collect data, each volunteer verbally agreed to participate. Information about the participants was kept private and anonymous. The assurance that their involvement in the study was optional was offered to every participant. They were made aware that they could discontinue the study at any moment and without explanation

The social studies statistical program (SPSS) version 28 was used for data entry and statistical analysis. The qualitative and quantitative variables, respectively, were subjected to the relevant descriptive statistics, like frequencies, percentages, and means. The connection coefficient (r) test was utilized to assess the degree of the factors ' relationships. Whole tests were declared statistically significant at a p-value of 0.05.

Results

Table (1) shows distribution of personal data of nurse managers, the most of the healthcare managers (77.9%) aged >30 years with mean score 37.36±3.85. Also, (89.5%) of them were female in addition, (69.5%) had >11 years of experience and (83.2%) were married. Moreover (41.1%) of them undertake courses on sustainable HRM practices, and in contrast (58.9%) of participates not have any programs or seminars about GHRM practices.

Figure (1 and 2) illustrates healthcare managers' perception level

regarding dimensions of GHRMPs, this figure explores that, a high percent healthcare managers exhibited "low" responses toward GHRMP dimensions which include "green managing of performance appraisal, organization's green culture management, green training and advancement, green reward and pay system, green recruitment and selection and green employee engagement and empowerment " by (53.7%,52.6%,47.5%,45.3%, and 41.2%) respectively. Also, shows that healthcare managers' total levels regarding GHRMPs had a low level as (51.6%).

Figure (3) illustrates healthcare managers' perception regarding work values. Concerning to total work value, (65.3 %) of healthcare managers had exhibited low level. Furthermore (18.9%) had moderate level regarding total work values, followed by (15.8%) of them exhibited high level toward total work values.

Table (2) explains that, spearman correlations between total GHRMPs with their dimensions among healthcare managers. All GHRMPs subscales were statistically significant positive correlations with total GHRMPs (p<0.001**).

Table (3) reveals that there was a difference that statistically significant between the healthcare managers that attended a course about GHRMPs and the overall number of GHRMPs, with a P value of (0.052*). Green HRM practices and other healthcare managers' personal data did not differ in a statistically significant aspect.

Table (4) demonstrates that among healthcare managers, there weren't difference statistically significant between personal data and work values.

Table (1): Percentage distribution of the healthcare managers' personal data

Personal data	Healthcare managers (no.= 95)	
	n	**%**
Age		
<30 yrs.	21	22.1
≥30 yrs.	74	**77.9**
Mean ± SD **37.36±3.85**		
Gender		

Personal data	Healthcare managers (no.= 95)	
	n	%
Female	85	**89.5**
Male	10	10.5
Years of experience		
≤10 yrs.	29	28.4
>11 yrs.	66	**69.5**
Marital status		
Single	16	16.8
Married	79	**83.2**
Did you undertake any courses on sustainable human resource management practices?		
Yes	39	41.1
No	56	**58.9**

Figure (1): Percentage distribution of perception levels among nurse managers regarding green human resource management practices dimensions
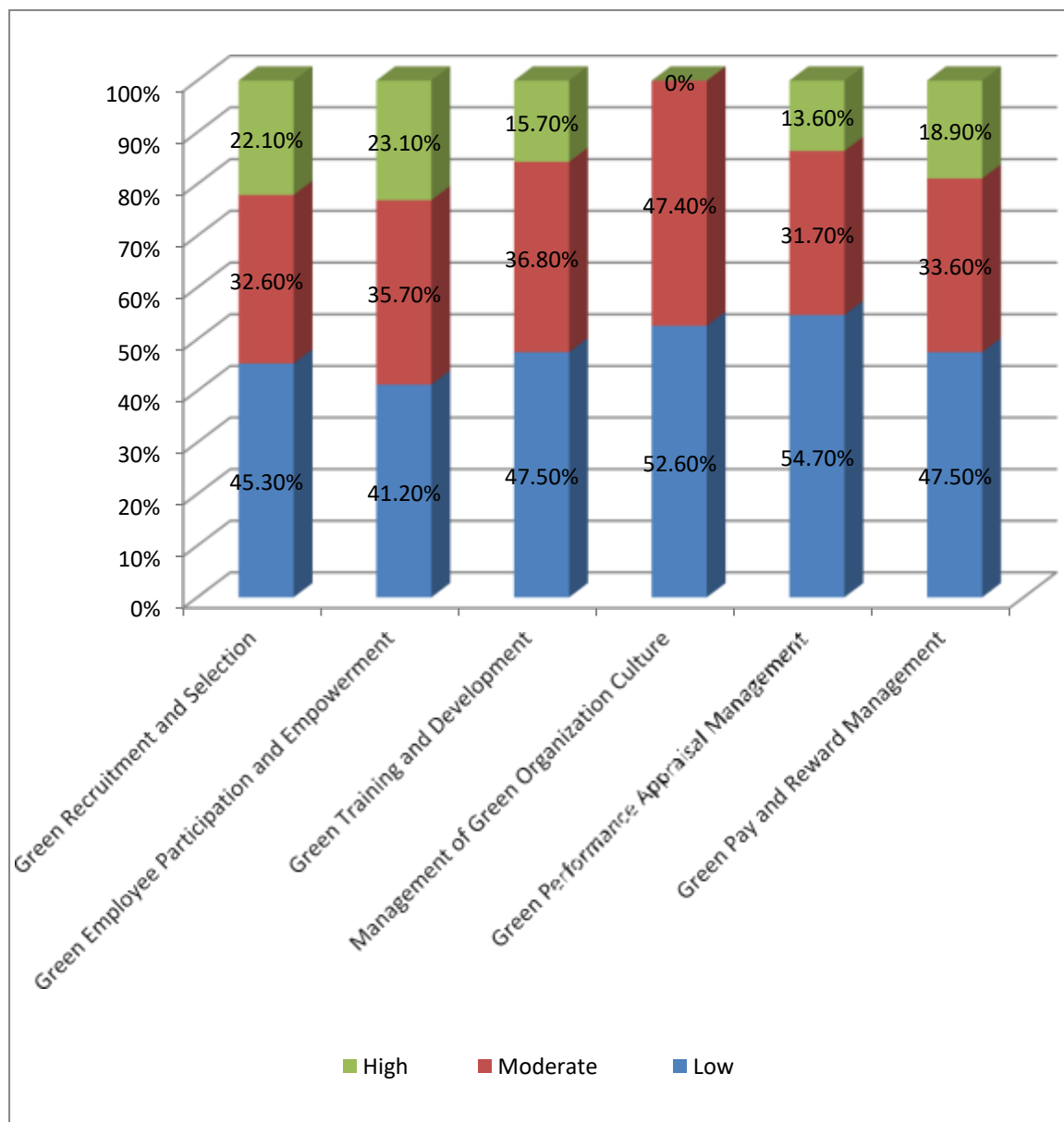
Figure (2): Percentage distribution of total green human resource management practices levels among healthcare managers
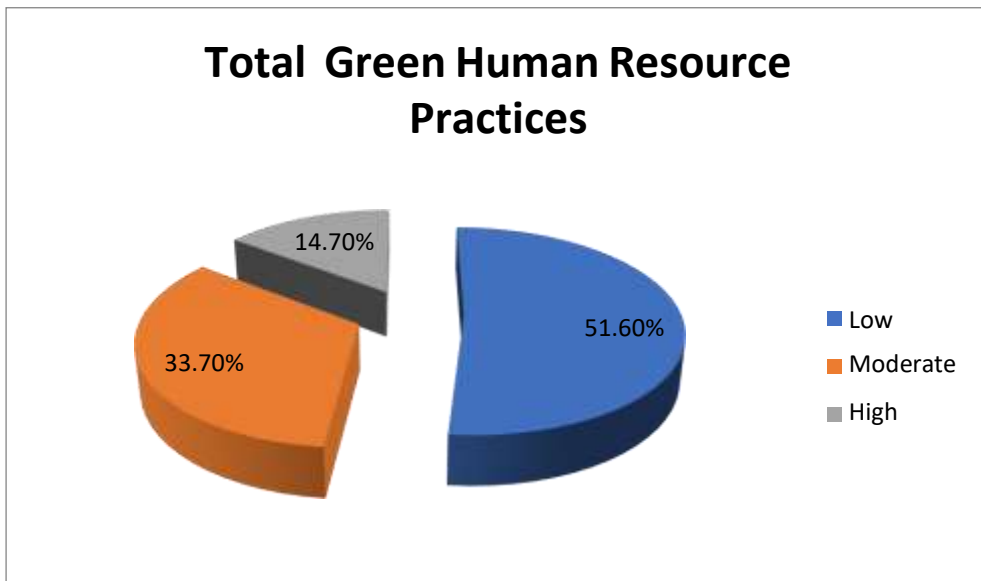
Total Green Human Resource Practices

- Low — 51.60%
- Moderate — 33.70%
- High — 14.70%

Figure (3): Percentage distribution of total work value levels among healthcare managers

Total Work Values

- Low — 65.30%
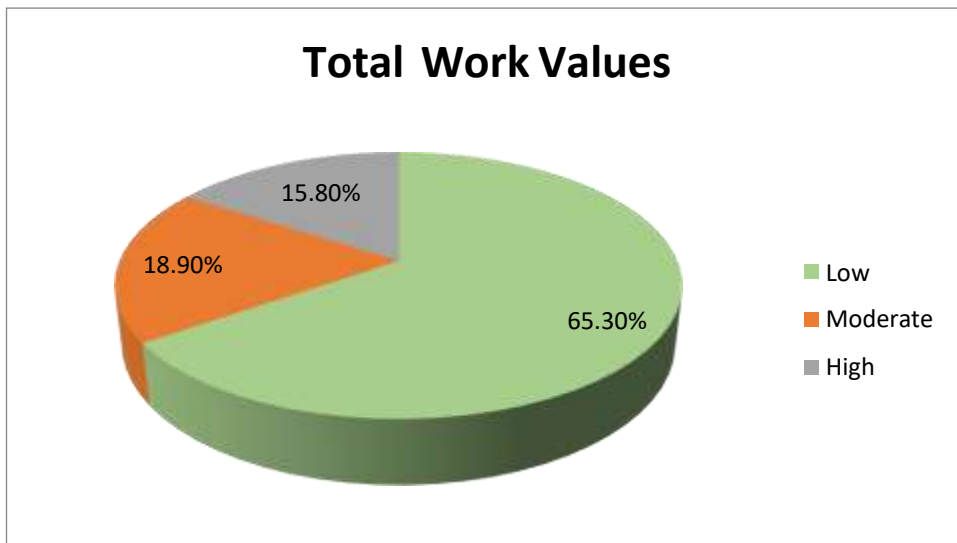- Moderate — 18.90%
- High — 15.80%

Table (2): Spearman correlations between total green human resource managementpractices with their dimensions among healthcare managers

Dimensions		GHRMPs
Green Recruitment and Selection	R	.974**
	P- value	.001
Green Employee Participation and Empowerment	R	.991**
	P- value	.001
Green Training and Development	R	.987**
	P- value	.001
Management of Green Organization Culture	R	.977**
	P- value	.001
Green Performance Appraisal Management	R	.947**
	P- value	.001
Green Pay and Reward Management	R	.970**
	P- value	.001

Table (3): The relation between personal data and green human resource managementpractice among healthcare managers

Variable	Green human resource practices		
	Mean+ SD	t-test	P-value
Age			
<30yrs	70.85+21.45	1.02	.311 (NS)
≥30yrs	76.42+24.54		
Gender			
- Female	72.68+22.41	.765	.446(NS)
- Male	67.00+20.14		
Years of experience			
≤10yrs	71.25+30.10	.421	.681(NS)
>10yrs			

Variable	Green human resource practices		
	Mean+ SD	t-test	P-value
	66.20+15.6		
Marital status			
-Single	75.56+20.38	.687	.494(NS)
- Married	71.37+22.55		
Did you undertake any courses on sustainablehuman resource management practices?			
No Yes	75.76+23.6 66.79+18.8	1.97	.052*

* p≤0.05 (significant) T-test: P – value based on independent sample t-test, F-test P – Value basedon compares mean, NS= No Significant difference * Statistical significant difference

Table (4): the relation between personal data and work values among healthcare managers

Variable	Work values		
	Mean+ SD	t-test	P-value
Age			
<30yrs >30yrs	30.36+11.6 26.66+9.89	1.32	.190(NS)
Gender			
-Female -Male	29.24+11.3 32.10+11.5	.749	.456 (NS)
Years of experience			

Variable	Work values		
	Mean+ SD	t-test	P-value
<10yrs >10yrs	30.28+11.8 27.86+10.2	.957	.341 (NS)
Marital status			
-Single - Married	33.18+13.00 28.81+10.9	1.41	.161 (NS)
Did you undertake any courses on sustainablehuman resource management practices?			
N o Y e s	28.73+10.2 30.71+12.8	.836	.405 (NS)

NS= No Significant difference

Discussion

With the growing acceptance of environmental management methods, the significance of GHRM within enterprises has grown significantly. The focus on green
human resource management strategies of GHRM best exemplifies its significance. Among them are cutting back on wasteful spending, strengthening staff performance, lowering costs, and improving work values [27, 28]. Regards the results of this study, the majority of healthcare managers were over 30 years old with mean score 37.36+ 3.85, and had more than 11 years of experience. Additionally, the bulk of them were female and married. Also, more than half of participants did not take any training on GHRMPs.

Moreover, the present study's findings revealed that slightly more than half of healthcare managers had a low level of understanding regarding GHRMPs and its dimensions. Whenever, a minimum percentage of them had high level and a one third of them had a moderate degree of perception. This might be attributed to the absence of a thorough plan to implement GHRMOs, the fact that more than 15% of the study sample did not participate in any training about GHRMPs to improve the knowledge and abilities of healthcare managers, and the fact that healthcare managers were not made aware of green practices.

The results of giving study were agreement with those published by Imran et al., (2023) [29] who claimed that senior managers lacked knowledge, perception, and understanding of GHRM practices. In addition the majority of healthcare managers, according to Swanson (2022) [30] had low perceptions of the GHRS. Furthermore, the outcomes of the existing study concur with those of Abd El-Monem et al. (2022) [31] the finding revealed that one-third of healthcare managers had a moderate level of perception towards GHRM strategies, but they do not concur with them in others, such as the finding that approximately two-thirds of healthcare managers had a high level of perception towards these strategies. Additionally, Mamdouh & Samir (2022) [32] discovered that over two-thirds of the participants showed a moderate level of perspective towards HRMS.

According to El-Gazar & Zoromba (2021) [33] expressed greater psychological health, more satisfaction with GHRMS, and a stronger effort to be innovative at work. Additionally, Amy et al. (2018) [34] discovered that the majority of managers concurred that promoting creative behavior, independence, and growth in oneself among employees depends on having an effective GHRMS, including procedures for recruitment, selection, training, development, performance appraisal, and compensation and rewards.

Regarding the level of work values as perceived by healthcare managers, the present study's finding proven that about two-thirds of healthcare managers had exhibited low level. Furthermore, less than twenty percent of healthcare managers had moderate level, and fifteen percent of them exhibited high level. These results can be explained by the development process that takes a long time to apply and implement work values associated with GHRM in hospitals, which is a new concept in HRM that requires longer training for managers, and finally the difficulty of changing employee behavior due to differences in the surrounding environment. Additionally, it's possible that they lack the strength and backing necessary to express their reaction in this matter or that they are unaware of its significance.

According to Yukari, et al. (2023) [35] there are four smaller groups, one of which emphasizes the four subdomains of work values and considers itself to be a leader and first-line managers with excellent ratings of work values and fulfillment in life. The other three subgroups have low levels work values and are statistically more likely to who are married or have children.

In the same line Wang, et al (2019) [14] found lower levels of intrinsic work value orientation that have negative effect of working hours on worker's well-being. Additionally, According to Habeeb (2022) [36] healthcare managers rely primarily on their personal experiences or organizational culture to preserve their ethical commitment. They are said to have minimal knowledge of and understanding of occupational standards, do not use them to guide their ethical behavior, and lack both. Contrarily, according to Hampton & Welsh

(2019) [37] the social/altruistic, instrumental/extrinsic, cognitive/intrinsic, and prestige job value components were prioritized in order of importance by participants.

Additionally, Hariharan et al. (2006) [38] discovered that the majority of healthcare managers are aware of work values, they rarely apply them in clinical settings, according to research by Poorchangizi et al. (2017) [39] who also discovered that the significance of professional values was scored highly on a mean scale. Regarding the relation between GHRMPs as perceived by healthcare managers and their work values the present study revealed a positive correlation statistically significant between total GHRMPs with total WVs. This result can be interpreted as those healthcare managers who have a positive perception of GHRM practices are more likely to implement these practices within their organizations. Furthermore, healthcare managers who hold strong environmental work values are more likely to be motivated to adopt and implement GHRM practices vice versa.

These result supported with Ahmed et al (2020) [40] found that healthcare managers' positive perception of GHRM practices was positively associated with job satisfaction of employees' and organizational loyalty. They also found that employees who held strong environmental work values were more likely to embrace and implement GHRM practices. Moreover, Lu et al (2019) [41] found that healthcare managers who had a positive perception of GHRM practices were more likely to implement these practices within their healthcare organizations. They also found that healthcare that held strong environmental work values were more likely to be motivated to adopt and implement GHRM practices.

Conclusions:

The majority of healthcare managers and about two-thirds of them had low levels of perception for green human resource management practices and low levels of work values. Furthermore, total Green HRM practices and total work values had statistically significant positive correlations.

Recommendation:

1. Hospital management administrators should think about techniques adapted to GHRMPs and the work values.

2. Hospital management administrators should create strategies for green leadership and teach executives how to embrace green techniques for managing human resources.

3. Hospital management administrators should create a plan to put green human resources management practices into action.

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